MSCI 4304: LEADERSHIP IN A COMPLEX WORLD

Meeting Days/ Time:    Professor: LTC Avila
M-W-F 10:00-10:50 am    Office: Classroom West, Room 220B
Place: CW 225            Phone: 825-5845
Office Hours: MON 1300-1400,
                        TUES/THRS 1000-1100, WED 0830-0930
E-Mail: gerald.avila@tamucc.edu

Course Description: MSCI 4304/MSL 402 explores the dynamics of leading in the complex
situations of current military operations in the contemporary operating environment (COE). You
will examine differences in customs and courtesies, military law, principles of war, and rules of
engagement in the face of international terrorism. You also explore aspects of interacting with
non-government organizations, civilians on the battlefield, and host nation support.

The course places significant emphasis on preparing you for BOLC II and III, and your first unit
of assignment. It uses case studies, scenarios, and “What Now, Lieutenant?” exercises to prepare
you to face the complex ethical and practical demands of leading as a commissioned officer in
the United States Army. This semester, you will:

- Explore Military Professional Ethics and ethical decision making facing an Officer
- Gain practical experience in Cadet Battalion Leadership roles
- Demonstrate personal skills in operations and communications
- Evaluate and develop MSL III small unit leaders and examine issues of force protection
  in the COE
- Prepare for the transition to a career as an Army Officer

Learning Objectives

Leadership
- Apply Army leadership dimensions as cadet battalion leaders

Values and Ethics
- Explain and enforce Army Command Policy
- Apply Joint Ethics Regulations and the ethical decision making process

Personal Development
- Mentor the personal development of other cadets
- Develop and present a decision brief
Officership

- Relate cultural awareness, terrorism, and operational security to Army operations
- Explain the force structure of the modern Army
- Write and present an analysis of a historical battle

Tactics and Techniques – You will

- Direct and evaluate leaders of squad and platoon tactical operations
- Apply force protection measures

MSL 402 Course Requirements

Required Reading:

- *Black Hearts: One Platoon’s Descent into Madness in Iraq’s Triangle of Death* by Jim Frederick.
  - Hubbard, E. (1899). A Message to Garcia
  - FM 7-0, *Training the Force*. 22 October 02.
  - DA Pam 600-2 *The Armed Forces Officer*. 1 February 1988
Instructional Methods and Activities

This course was designed to be student-centric with the onus of learning on the student, but facilitated by the instructor. Army Officers are expected to be life-long learners who take responsibility and personal initiative for their learning. You must properly conduct your pre-class assignments in order to come to class with a foundation of knowledge on the subject to be taught by your instructor. Doing so will allow your instructor to spend the majority of the class time on specific areas that are least understood from the pre-class assignment rather than your instructor re-teaching the subject from scratch. Your instructor has a wealth of experience and knowledge to share in the classroom—do your homework so your instructor can spend more time sharing his personal knowledge and experiences with your class. Class will be conducted in an interactive manner with ample opportunities for small group discussions and practical exercises. Everyone will be responsible for contributing to the success of the learning experience.

Evaluation and Grade Assignments

Course Requirements are: Army Physical Fitness Training (APFT) – 0600-0700 Tue, Wed, Thur, and 0700-0800 Fri. You must receive first time go on the final APFT in order to receive 100 points. You must pass APFT prior to the last day of class. Failure will result in your receiving a 0. Second time go on the final APFT will receive 70 points.

All MSIVs will participate in all SROTC activities in and outside the classroom.

Grading Standard - Solid performance in each area of evaluation will be necessary to earn a grade of “B”. (All late assignments will receive a 10% reduction in grade.) The following grading scale will be used based on 100 points possible:

- 90-100 = A
- 80-89 = B
- 70-79 = C

2 Major Examinations (Mid-Term and Final) 50 Points
Lab Responsibility 15 Points
Term Paper/Professional Development Blog 15 Points
Army Physical Fitness Test 10 Points*
Participation 10 Points**

*APFT 300 = 10 points, 299-290 = 9 points, 289-280 = 8 points, 279-270 = 7 points, 269-260 = 6 points, 259-250 = 5 points, 249-240 = 4 points, 239-230 = 3 points, 229-220 = 2 points, 219-180 = 1 point

**Participation defined as class, lab, and physical training attendance; 1 point loss per unexcused absence
Mid-Term Exam
A mid-term exam will be given to assess your knowledge achieved during the first half of the semester.

Final Exam
A cumulative final exam will be given to assess your knowledge achieved throughout the course of the semester.

Quizzes
Quizzes which are missed may not be made up. Quizzes will be given throughout the semester to assess your progress in learning the principles and practices related to the course material.

Professional Development
Students will write a two page paper on the Army Values using the Professional Development Readings and/or speakers. In addition, students are required to read Black Hearts: One Platoon’s Descent into Madness in Iraq’s Triangle of Death by Jim Frederick. Students will blog on the reading on a weekly basis and be prepared to discuss in class (15 points).

Lab Concept Plan and Execution
Students will plan, coordinate and execute an ROTC Lab. They will do an Army five paragraph operations order IAW FM 5.0, brief the PMS, and oversee execution (15 points).

APFT
As a future officer, you are expected to set the example for physical fitness according to Army regulations. You will be required to take a diagnostic APFT/scholarship validation at the beginning of the spring semester and a for-record APFT at the end of the semester. The higher of the two APFTs will be used for 10% of your final grade.

Class Participation
You are expected to participate actively in learning through critical reflection, inquiry, dialogue, and group interactions. This includes participating in class discussion, sharing personal perspectives and experiences related to principles discussed in class or reading, working with fellow students to engage in class exercises, and leading lab exercises.

Professional Development
MSL IV Cadets will attend, at a minimum, two professional development events. Professional development events consist of three Cadet Forums and two Community outreaches throughout the semester. The student can either do two of the forums, or two of the outreaches, or one of each.

Physical Fitness Training
Contracted Cadets are required to participate in collective Physical Fitness (PT) sessions. MS IV Cadets will provide oversight of the PT sessions. As a future officer, you are expected to be
physically fit according to Army regulations. PT sessions are held Tuesday, Wednesday, Thursday, 0600-0700 and Friday 0700-0800. Uniform is Army PT uniform unless otherwise specified.

**Conduct:**

Classroom Behavior:
The College of Education encourages classroom discussion and academic debate as an essential intellectual activity. It is essential that students learn to express and defend their beliefs, but it is also essential that they learn to listen and respond respectfully to others whose beliefs they may not share. The College will always tolerate diverse, unorthodox, and unpopular points of view, but it will not tolerate condescending or insulting remarks. When students verbally abuse, ridicule, or intimidate others whose views they do not agree with, they subvert the free exchange of ideas that should characterize a university classroom. If their actions are deemed by the professor to be disruptive, they will be subject to appropriate disciplinary action, which may include being involuntarily withdrawn from the class.

Copyright Restrictions - The Copyright Act of 1976 grants to copyright owners the exclusive right to reproduce their works and distribute copies of their work. Works that receive copyright protection include published works such as a textbook. Copying a textbook without permission from the owner of the copyright may constitute copyright infringement. Civil and criminal penalties may be assessed for copyright infringement. Civil penalties include damages up to $100,000; criminal penalties include a fine up to $250,000 and imprisonment. 3.) Plagiarism and Cheating - Plagiarism is the presentation of someone else’s work as one’s own. Getting something from the Internet and presenting it as one’s own is still plagiarism. Copying another student’s paper or a portion of the paper - is usually called “copying”. Neither plagiarism nor copying will be tolerated. Should a faculty member discover that a student has committed plagiarism, the students will receive a grade of ‘F’ in that course and the matter will be referred to the Executive Director of Student Life for possible disciplinary action.
<table>
<thead>
<tr>
<th>Lesson</th>
<th>Date</th>
<th>Topic</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Wed 11 Jan</td>
<td>Course Overview</td>
</tr>
<tr>
<td>2</td>
<td>Fri 13 Jan</td>
<td>Applied Leadership Training Meeting</td>
</tr>
<tr>
<td></td>
<td>Mon 16 Jan</td>
<td>No Class Martin Luther King Holiday</td>
</tr>
<tr>
<td>3</td>
<td>Wed 18 Jan</td>
<td>Enforcing Army Customs and Courtesies</td>
</tr>
<tr>
<td>4</td>
<td>Fri 20 Jan</td>
<td>Introduction to Battle Analysis</td>
</tr>
<tr>
<td>5</td>
<td>Mon 23 Jan</td>
<td>Cultural Awareness</td>
</tr>
<tr>
<td>6</td>
<td>Wed 25 Jan</td>
<td>Culture of Terrorism</td>
</tr>
<tr>
<td>7</td>
<td>Mon 30 Jan</td>
<td>The Army Officer I</td>
</tr>
<tr>
<td>8</td>
<td>Wed 1 Feb</td>
<td>The Army Officer II</td>
</tr>
<tr>
<td>9</td>
<td>Mon 6 Feb</td>
<td>Introduction to Staff Ride</td>
</tr>
<tr>
<td>10</td>
<td>Wed 8 Feb</td>
<td>Battle of Vicksburg</td>
</tr>
<tr>
<td>11</td>
<td>Mon 13 Feb</td>
<td>Counter-insurgency</td>
</tr>
<tr>
<td>12</td>
<td>Wed 15 Feb</td>
<td>Force Protection in the COE &amp; Operations Security</td>
</tr>
<tr>
<td>13</td>
<td>Mon 20 Feb</td>
<td>NGOs &amp; Host Nation Support on the Battlefield</td>
</tr>
<tr>
<td>14</td>
<td>Wed 22 Feb</td>
<td>Professional Development Readings/Speaker (PDRS)</td>
</tr>
<tr>
<td>15</td>
<td>Mon 27 Feb</td>
<td>Mid-Term Review/PDRS</td>
</tr>
<tr>
<td>16</td>
<td>Wed 29 Feb</td>
<td>Mid-Term Examination</td>
</tr>
<tr>
<td>17</td>
<td>Mon 5 Mar</td>
<td>Platoon Command Team</td>
</tr>
<tr>
<td>18</td>
<td>Wed 7 Mar</td>
<td>Equal Opportunity</td>
</tr>
<tr>
<td>Lesson 19</td>
<td>MON 19 MAR</td>
<td>BOLC II, III Overview</td>
</tr>
<tr>
<td>Lesson 20</td>
<td>WED 21 MAR</td>
<td>Supply &amp; Maintenance</td>
</tr>
<tr>
<td>Lesson 21</td>
<td>MON 26 MAR</td>
<td>Prevention of Sexual Harassment</td>
</tr>
<tr>
<td>Lesson 22</td>
<td>WED 28 MAR</td>
<td>Sexual Assault Prevention &amp; Response Program</td>
</tr>
<tr>
<td>Lesson 23</td>
<td>MON 2 APR</td>
<td>11a Joint Ethics Regulation</td>
</tr>
<tr>
<td>Lesson 24</td>
<td>WED 4 APR</td>
<td>PDSR</td>
</tr>
<tr>
<td>Lesson 25</td>
<td>MON 9 APR</td>
<td>Installation Support Services for Soldiers &amp; Dependents</td>
</tr>
<tr>
<td>Lesson 26</td>
<td>WED 11 APR</td>
<td>PDSR</td>
</tr>
<tr>
<td>Lesson 27</td>
<td>MON 16 APR</td>
<td>Senior NCO Forum</td>
</tr>
<tr>
<td>Lesson 28</td>
<td>WED 18 APR</td>
<td>PDSR</td>
</tr>
<tr>
<td>Lesson 29</td>
<td>WED 23 APR</td>
<td>PDSR</td>
</tr>
<tr>
<td>Lesson 30</td>
<td>WED 25 APR</td>
<td>Final Exam Review</td>
</tr>
<tr>
<td>Lesson 31</td>
<td>MON 30 APR</td>
<td>Final Exam (Papers Due)</td>
</tr>
<tr>
<td><strong>TUE 1 MAY</strong></td>
<td><strong>LAST DAY OF CLASS</strong></td>
<td></td>
</tr>
</tbody>
</table>
Thesis clearly stated in introduction (15 points): points ______

Analysis using Army Values and/or Warrior ethos (50 points): points ______

Specific examples from book/forum (20 points): points ______

Summary/Conclusion (15 points): points ______

Name_____________________________  Total points ______